Crown Employees Grievance Settlement Board

ANNUAL REPORT

2015-2016

MESSAGE FROM THE CHAIR

In fiscal 2015-16, the Grievance Settlement Board continued to work closely with the parties that it serves to provide the best possible dispute resolution system for grievances filed. Once again over this past year, the Board resolved the vast majority of the grievances placed before it through mediation. The Board also continued to provide flexibility in the arbitration services that it provided, with many parties utilizing expedited systems, individually fashioned to their requirements. The Board saw a significant decrease in the number of grievances filed this past fiscal year, in comparison to recent years. In other developments, the Board welcomed three new Vice Chairs over the past year; Diane Gee, Michelle Flaherty and Jasbir Parmar. These three new appointments added to the talent of the Board's existing complement of talented labour arbitrators and mediator.

The Board has been engaged in discussions with the parties about reforming its practices and structures, with a view to bringing its compensation structure more in line with existing private sector compensation, to ensure the attraction and retention of the most talented dispute resolution professionals. A mandate review of the Grievance Settlement Board was conducted in the latter part of the last fiscal year. As well as the Chair and Registrar, the consultants engaged the parties in direct discussion about their needs and how they could be most effectively served.

The Board looks forward to its continuing involvement with the parties as their needs and visions evolve, to refine the services provided and to bring the best possible talent to the resolution of their disputes.

Susan L. Stewart, Chair
June 2016

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1. GSB MANDATE

The Grievance Settlement Board (the "Board") was established by section 20 of the *Crown Employees Collective Bargaining Act, 1972, S.O. 1972, c.67* and is continued by section 46 of the *Crown Employees Collective Bargaining Act, 1993, S.O. 1993, c.3 8*, as amended by S.O. 1995, c. I (CECBA).

The Board exercises the powers and performs the duties conferred upon it by the CECBA. Subsection *7(3)* of the CECBA provides that:

> **7.** (3) Every collective agreement relating to Crown employees shall be deemed to provide for the final and binding settlement by arbitration by the Grievance Settlement Board, without stoppage of work, of all differences between the parties arising from the interpretation, application, administration or alleged violation of the agreement including any question as to whether a matter is arbitrable. 1993, c.38, s.7 (3).

The Crown Employees' Grievance Settlement Board (GSB) is funded as a budget item of the Ministry of Labour. All costs directly related to dispute resolution are allocated to the parties and are recovered from them. The GSB staff provides services to the Public Service Grievance Board (PSGB), an agency of Treasury Board Secretariat. The PSGB resolves grievances filed by management/excluded Crown employees under Part V of Regulation 977 to the *Public Service Act*. Expenditures made on behalf of the PSGB are recovered and refunded to the GSB.

The Chair of the Grievance Settlement Board is a part-time position appointed by Order-in-Council. The Registrar of the GSB is the most senior full-time civil servant at the GSB and reports to the Chair. The Registrar is directly responsible for all administrative matters. The Chair and the Registrar are jointly responsible for policy matters.

The GSB has entered into partnership agreements with its client group to fully implement the requirements of the *Crown Employees Collective Bargaining Act*. The partnership agreement provides for a Governance Council (see page 19). As a result of the partnership agreement, some of the governance is determined by decisions made and minuted at the Governance Committee meetings, resulting in accountability to the client group with respect to some GSB administration and policy issues.

The Grievance Settlement Board is an adjudicative agency and is viewed by its clientele to have independence and neutrality. The GSB's independence is preserved by its physical location, separate from government agencies other than the PSGB and by virtue of the fact that the GSB uses adjudicators who are prominent and well respected in the private sector labour relations community.

The obligation of the Board is to provide dispute resolution services and work with the parties to improve labour relations within the Ontario Public Service. The Board provides timely, concise decisions resulting in consistent advice and guidance to the parties in the settlement of specific disputes.

2. HUMAN RESOURCES

LIST OF APPOINTEES – GRIEVANCE SETTLEMENT BOARD

Name	OIC Appointment	Date of Initial Appointment	Expiry Date of Current Appointment
Susan Stewart	Chair	15-Mar-01	14-Mar-16
Randi Abramsky	Vice-Chair	09-Jul-96	31-Mar-16
Christopher	Vice-Chair	26-May-08	28-Nov-16
Ian Anderson	Vice-Chair	09-Oct-13	08-Oct-17
Jules Bloch	Vice-Chair	01-Sep-99	31-Aug-16
Felicity Briggs	Vice-Chair	16-Feb-94	31-Mar-16
Richard Brown	Vice-Chair	18-Jun-97	31-Mar-16
Joseph D. Carrier	Vice-Chair	06-May-99	05-May-16
Peter Chauvin	Vice-Chair	18-Apr-12	17-Apr-16
Reva Devins	Vice-Chair	28-Apr-04	27-Apr-16
Nimal V.	Vice-Chair	10-Dec-87	15-Jul-16
Barry Fisher	Vice-Chair	06-May-87	31-Mar-16
Michelle Flaherty	Vice-Chair	10-Feb-16	09-Feb-18
Diane Gee	Vice-Chair	16-Dec-15	15-Dec-17
Owen V. Gray	Vice-Chair	23-Oct-91	31-Mar-16
Daniel A. Harris	Vice-Chair	16-Dec-98	15-Dec-16
Bram Herlich	Vice-Chair	16-Dec-98	15-Dec-16
Janice D. Johnston	Vice-Chair	01-Sep-99	16-Sep-16
Brian Keller	Vice-Chair	19-Mar-03	18-Mar-17
Belinda Kirkwood	Vice-Chair	14-Jan-87	21-Apr-16
Gerry Lee	Vice-Chair	06-May-99	05-May-16
Deborah Leighton	Vice-Chair	09-Jul-96	21-Apr-16
Gord Luborsky	Vice-Chair	09-Oct-13	08-Oct-17
Michael Lynk	Vice- Chair	06-Dec-06	05-Dec-16
Loretta Mikus	Vice-Chair	16-Feb-94	31-Mar-16
Gail Misra	Vice-Chair	23-Oct-13	22-Oct-17
Marilyn A. Nairn	Vice-Chair	31-Oct-01	30-Oct-17
Jasbir Parmar	Vice-Chair	10-Feb-16	09-Feb-18
Kenneth Petryshen	Vice-Chair	11-Jun-97	31-Mar-16
Stephen Raymond	Vice-Chair	06-Dec-06	05-Dec-16
Maureen Saltman	Vice-Chair	01-May-80	31-Mar-16
Brian Sheehan	Vice-Chair	10-Mar-10	09-Mar-16
Barry Stephens	Vice-Chair	28-Apr-04	27-Apr-16
Mary Lou Tims	Vice-Chair	06-Oct-99	16-Sep-16
Tanja Wacyk	Vice-Chair	22-Oct-14	21-Oct-16
Michael V. Watters	Vice-Chair	29-Jul-87	15-Jul-16
David Williamson	Vice-Chair	09-Oct-13	08-Oct-17

ORDER IN COUNCIL APPOINTMENTS

CHAIR

SUSAN STEWART

Susan L. Stewart attended law school at Queen's University and was called to the bar in 1981. She commenced her arbitration and mediation practice in 1988. In 1989 she was appointed as a Vice-Chair of the Crown Employees Grievance Settlement Board, and in 2001 was appointed as the Chair. She serves as a permanent arbitrator under a number of Collective Agreements in both provincial and federal jurisdictions. Susan is a member of the National Academy of Arbitrators, is a former Chair of the Labour Section of the Ontario Bar Association and has served as a member of the executive of the Ontario Labour Management Arbitrators' Association. She is currently serving as a Vice-President of the National Academy of Arbitrators and as a Director of its Research and Education Foundation. Susan is also a member of the Advisory Committee of the Queen's University Centre for Law in the Contemporary Workplace.

VICE CHAIRS

RANDI ABRAMSKY

Randi Abramsky is a full-time Arbitrator and Mediator. She initially served as a Grievance Settlement Officer with the GSB (1992-1996) and then became a Vice-Chair in 1996. She also served as a Labour Relations Officer and Vice-Chair with the Ontario Public Service Labour Relations Tribunal and the Boards of Inquiry. Ms. Abramsky also engages in private sector arbitrations and mediations, has taught labour law related courses and written in the field.

CHRISTOPHER ALBERTYN

Christopher Albertyn is a full-time Arbitrator and Mediator, principally in Ontario. He is on the Labour Minister's list of arbitrators kept by the Ontario Office of Arbitration. He was appointed a Vice-Chair of the Ontario Labour Relations Board in October 1994 and has held the position since then. In 1997, he was appointed Chair of the Ontario Education Relations Commission and the Colleges Relations Commission. He was appointed a Member of the federal Public Service Labour Relations Board in 2007 and he is an arbitrator on the list of arbitrators of the Canadian Federal Mediation and Conciliation Service. He was appointed a Vice-Chair of the Ontario Grievance Settlement Board in 2008.

IAN ANDERSON

Ian Anderson is an arbitrator and mediator. He is also a part-time Vice-Chair of the Ontario Labour Relations Board (OLRB). Previously, he was a full-time Vice-Chair of the ORLB for nine years and a part-time member of the Human Rights Tribunal of Ontario for eight years. From 1987 to 2004, Mr. Anderson practiced primarily in the fields of labour and employment law. His community involvement includes serving as Chair of Crossroads International, Chair of the Board of Directors of the Institute for Work and Health and past Chair of the Injured Workers' Consultants Community Legal Clinic.

JULES B. BLOCH

Jules B. Bloch is an experienced, bilingual, mediator, arbitrator, facilitator, fact-finder, lecturer and trainer. After his call, he practiced law primarily in the field of labour and employment law. In 1991 he was appointed full time Vice-Chair of the Ontario Labour Relations Board (OLRB) (November 7, 1991 to September 1, 1999). Presently, he is a Vice-Chair of the Grievance Settlement Board. Mr. Bloch is a roster mediator, Ontario Mandatory Mediation Program Toronto/Ottawa. Mr. Bloch is a co-author of Canadian Construction Labour and Employment Law (Butterworths: 1996).

FELICITY BRIGGS

After receiving her nursing education Felicity Briggs worked as a Registered Nurse in a Toronto hospital for six years. She worked for the next twelve years for the Ontario Nurses' Association holding a variety of positions including negotiator, arbitration officer and Manager of the Arbitration Department. After two years acting as a consultant for trade unions she enrolled in the Arbitrator Development Program which she completed in 1991. Since being added to the Minister of Labour's List of Arbitrators she has acted as Mediator and Chair of both Rights and Interest Boards of Arbitration. Felicity was also appointed as a Vice Chair of the Grievance Settlement Board in 1994.

RICHARD BROWN

Richard Brown (LL.B. Queen's; LL.M. Harvard) has taught labour law at universities in Canada and abroad. He was a member of the Labour Law Casebook Group for many years and has written numerous articles on arbitration, human rights and occupational health and safety. Richard began arbitrating in the late seventies and has practiced as a full-time arbitrator and mediator since the early nineties. He is a director of the Ontario Labour Management Arbitrators' Association and a member of the National Academy of Arbitrators. He is a named arbitrator in several collective agreements and many of his awards have been published in the Labour Arbitration Cases and Labour Arbitration Xpress.

JOSEPH D. CARRIER

Joseph (Joe) Carrier has been engaged as a full-time mediator/arbitrator since 1991. After graduating from Queen's Law School in 1969, he practiced corporate and commercial law for several years before joining Mathews Dinsdale & Clark, a management side law firm. After a brief interlude during which he was engaged in real estate development, he re-entered the labour field in 1991 as a mediator/arbitrator. He enjoys a consensual practice as well as assignments from the Labour Ministries of both Federal and Provincial Governments.

PETER CHAUVIN

Peter Chauvin practiced law for 20 years as a partner in one of Canada's largest law firms in the areas of labour, employment, human rights, employment standards, health and safety, workers compensation and pay equity law. In 2004 Peter accepted an appointment as a Full-Time Vice-Chair of the Ontario Labour Relations Board and also commenced his private practice as an Arbitrator and Mediator. Peter is a co-author of the Canadian Employment Law Fact book, a textbook that reviews the labour relations, employment standards, human rights, occupational health and safety, workers compensation and pay equity laws across Canada. Peter has written numerous articles and has spoken at conferences and conducted workshops on a broad range of topics regarding labour and employment law and fairness in the adjudication process.

REVA DEVINS

Reva Devins is a full time arbitrator and mediator. She is a Vice Chair of the Grievance Settlement Board and is the Associate Chair under the 1986-90 Hepatitis C Class Action Settlement. She has also been appointed as a mediator/arbitrator under the Walkerton Compensation Plan, the UCC Claims Resolution Plan and was a member of the Canadian Human Rights Tribunal (1995-2005). Ms. Devins was called to the Bar of Ontario in 1985 and holds degrees from York University (B.A), Osgoode Hall Law School (LL.B.) and Harvard Law School (LL.M.).

NIMAL V. DISSANAYAKE

A Vice-Chair of the Grievance Settlement Board since 1987, Nimal Dissanayake is a lawyer and a former professor of Industrial Relations at McMaster University. He has also served as Senior Solicitor and Vice-Chair (part-time) of the Ontario Labour Relations Board. Since 1987 he has practiced full-time as arbitrator/adjudicator in relation to labour and employment disputes.

BARRY FISHER

B.A., University of Toronto; LL.B., Osgoode Hall Law School, called to the Bar, 1979. Member of Ontario Management Labour Arbitrators Association, a labour arbitrator since 1988 and Vice-Chair, Grievance Settlement Board. An arbitrator under Police Services Act, Hospital Labour Disputes Arbitration Act, and Canada Labour Code. Trained as a mediator at the Academy of Mediation in Toronto, Harvard Law School and ADR Associates in Washington, D.C. Has mediated employment / labour disputes involving wrongful dismissal actions, sexual harassment, collective agreement interpretation, human rights issues, shareholders disputes arising from employment and the negotiation of collective bargaining agreements. Has authored numerous articles on wrongful dismissal, mediation practice and labour arbitration. He created the Wrongful Dismissal Database, containing over 2500 cases, utilized by lawyers/judges/human resources professionals across Canada.

MICHELLE FLAHERTY

Michelle Flaherty graduated summa cum laude, from the Faculty of Law at the University of Ottawa in 1998. After clerking with Justice L'Heureux-Dube of the Supreme Court of Canada in 1999–2000, she entered into private practice before completing her masters of law in 2011. Appointed to the University of Ottawa's faculty of law in July 2012, Michelle teaches labour law, administrative law and human rights. Michelle is an adjudicator at the Human Rights Tribunal of Ontario since 2008 (Vice Chair 2008-2012, Part-time Member since 2012). Michelle has conducted countless mediations and presided over hundreds of hearings in English and French. A member of the Law Society of Upper Canada since 2001, Michelle has extensive professional experience practicing labour law, administrative law, human rights, and constitutional law. During the course of her career, she has acted for both unions and employers.

DIANE GEE

Diane was called to the Ontario Bar in 1988. She practiced labour and employment law until her appointment to the Ontario Labour Relations Board as a Vice-Chair in 1994. In 2002, Diane returned to the practice of labour and employment law with a boutique firm, becoming a partner in 2004. From August 2007 until August 2008, Diane was the Vice-President, Legal Counsel, Labour and Human Resources for a large national retailer with over 135,000 employees, of which roughly 85,000 are unionized. Diane served as the Chair of the Pay Equity Hearings Tribunal and as Alternate Chair, Interim Chair and Vice-Chair of the Ontario Labour Relations Board at various times from August 2008 until August of 2013. Diane served as the Chair of the Public Sector Compensation Review Board from September 2010 to September 2012 and has served as an Adjudicator on Ratio Review Panels established by the Ontario College of Trades. From 2008 to the present Diane has served as a mediator and arbitrator. She is a member of the Ontario Labour-Management Arbitrators' Association and is on the Labour Minister's list of arbitrators kept by the Canadian Federal Mediation and Conciliation Service as well as the Ontario Office of Arbitration.

OWEN GRAY

Owen V. Gray has the following degrees: Honours B.Sc. (Queen's University, 1971), LL.B. (University of Toronto, 1974), LL.M. (Alternative Dispute Resolution) (Osgoode Hall Law School 1998). He was called to the Ontario Bar in 1976. Since 1990 he has been a self-employed, full-time arbitrator, arbitrator-mediator and mediator in labour, employment and related disputes, including disputes under collective agreements in the public and private sectors, interest disputes, and wrongful dismissal disputes diverted by the parties from the courts to arbitration or mediation. He has been a Vice Chair of the Ontario Crown Employees Grievance Settlement Board (part-time) since 1991. He was previously Vice Chair, Ontario Labour Relations Board (1983-1990 full-time, 1990-1993 part-time) and Employment Standards Referee (1990-1992, ad hoc). He practiced law from April 1976 to October 1983 with a Toronto law firm (McTaggart, Potts, Stone & Herridge), advising clients about and representing them in commercial, corporate, construction, land use, employment, labour relations, family and other disputes before courts and administrative tribunals. He is currently a member of the Ontario Labour-Management Arbitrators' Association, the Arbitration and Mediation Institute of Ontario, the Law Society of Upper Canada, and the Canadian Bar Association.

DANIEL A. HARRIS

Mr. Harris is a graduate of York University (1978) and Osgoode Hall Law School (1981). Upon being called to the Bar of Ontario in 1983, he served a one-year appointment as a Law Clerk to the Chief Justice of the High Court of Justice, Province of Ontario. He then practiced labour law until 1991, when he was appointed to the Minister's List of Arbitrators in Ontario. Since then he has worked as a labour arbitrator and mediator in both rights and interest matters in all sectors, public and private. He serves as an arbitrator on numerous collective agreement panels. He has been a Vice-Chair with the Grievance Settlement Board since 1998, and previously held appointments with the Workers' Compensation Appeals Tribunal and Office of Adjudication.

BRAM HERLICH

Bram Herlich has B.A (1972) and M.A (1977) degrees from McGill University (English and Communications). After several years as a CEGEP professor and union representative in Montreal, he enrolled in law school and graduated from Osgoode Hall in 1982. After graduation, he held a number of positions including Arbitration Officer with the Ontario Nurses' Association and Associate with the firm Cavalluzzo, Hayes and Lennon. He has been an adjudicator since 1989 when he was appointed Vice-Chair of the Ontario Labour Relations Board. Appointed in 1996 as a Referee/Adjudicator under the Employment Standards Act and an Adjudicator under the Occupational Health and Safety Act. Appointed Vice-Chair of the Grievance Settlement Board in 1998 and is currently hearing and mediating cases at the GSB and at private arbitration.

JANICE JOHNSTON

Ms. Johnston graduated from Wilfred Laurier University with a B. A. in history and received her law degree from the University of Western Ontario. She was called to the Bar in 1981. She worked in the public and private sector as labour relations counsel before joining the Ontario Labour Relations Board as a Vice-Chair in 1990. In 1999 she left the OLRB to pursue her career as a mediator/arbitrator. She is currently a part-time Vice-Chair of the Grievance Settlement Board. Ms. Johnston is a member of the Ontario Labour-Management Arbitrators' Association, the Toronto Area Industrial Relations Association and the Canadian Bar Association.

BRIAN KELLER

Brian Keller graduated from Sir George Williams University with a B.A. in Political Science and received his law degree from the University of Ottawa. He was called to the Bar in 1972. Mr. Keller is a bilingual adjudicator and mediator. He served as a Vice-Chair of the Grievance Settlement Board in 1994 - 1998 and was most recently re-appointed to the Board in March 2003.

BELINDA KIRKWOOD

Belinda Kirkwood has worked in the labour field since 1979. She articled at Hicks Morley Hamilton Stewart Storie, and worked for the Education Relations Commission as a fact-finder and mediator. She was appointed to the list of provincially approved Arbitrators in 1985 and has continued to work as an arbitrator and mediator of both interest and rights disputes in the private and public sectors. She has sat as a Vice-Chair on the Grievance Settlement Board since 1987, on the Public Service Grievance Board, Classification Committee in 1992, and the Ontario Police Arbitration commission since 1991. She combined civil litigation and neutral labour work as a partner at Shalgbaum Rabinovitch and Kirkwood, and as an associate and partner at Lang Michener.

GERRY LEE

Gerry Lee is a well-respected dispute resolution professional working in both the public and private sectors. His background in labour relations extends over 20 years, including 10 years as a mediator with the Ontario Ministry of Labour. He is recognized by employers, unions and the legal community as a skillful, pragmatic and creative third party specializing in grievance mediation. Gerry has successfully undertaken numerous grievance mediation projects with major employers and their unions and has extensive experience dealing with issues such as termination of employment, harassment, pay equity/job evaluation and health & safety.

DEBORAH LEIGHTON

Deborah J.D. Leighton, B.A. (Law, Oxford), L.L.M, J.D., is an Adjunct Professor in the School of Policy Studies at Queen's University. There she teaches courses in labour and employment law, human rights, arbitration and mediation. Her private practice includes mediations and arbitrations of commercial and labour disputes. Ms. Leighton is on numerous collective agreements, including Air Canada and ACPA, AGO and OPSEU. She is also a Vice-Chair of the Public Service Grievance Board, and has served as an adjudicator for the Ontario Human Rights Tribunal (1992-8). Ms. Leighton is a member of the Florida Bar and the Law Society of Upper Canada.

GORD LUBORSKY

Holds a Master's Degree from the University of Toronto and received his Law Degree from Toronto's Osgoode Hall Law School in 1982. After his call to the Ontario bar in 1984, he practiced law with a management side law firm until 1994, thereafter serving as Co-Chair, Employment and Labour Law Group of another law firm. He was appointed in 1999 to the Ontario Ministry of Labour's list of arbitrators under the Ontario Labour Relations Act, and in 2002 to the list of adjudicators for disputes under the Canada Labour Code. Since 1998 he has practiced as a as mediator and arbitrator in commercial, employment and labour disputes. He also taught Business Negotiations and Dispute Resolution courses from 2002 - 2006 at the University of Toronto.

MICHAEL LYNK

Michael Lynk is an associate professor with the Faculty of Law, the University of Western Ontario, where he teaches labour and human rights law. Prior to becoming a professor, he practiced labour law in Toronto and Ottawa for a decade. Mr. Lynk is also an active labour arbitrator, and has served as a vice-chair with the Ontario Public Service Grievance Board (1995-1999) before joining the Ontario Grievance Settlement Board in 2007. He has written widely on the issues of labour law and human rights in the unionized Canadian workplace, and is a frequent speaker at industrial relations and labour law conferences across the country.

LORETTA MIKUS

Loretta Mikus worked as a Registered Nurse from 1966 to 1974 when she returned to school to get her law degree. She was called to the bar in 1986 and worked as an Arbitration Officer at the Ontario Nurses' Association until 1989, when she became the Assistant Director of Arbitration Services. In 1991 she was appointed as a Grievance Settlement Officer at the Grievance Settlement Board, and since then has been appointed as a Vice-Chair at the Grievance Settlement Board, acted as Chair on interest and rights arbitration boards, acted as a part-time adjudicator for Boards of Inquiry under the Ontario Human Rights Code and acted as part-time adjudicator at the Office of Adjudicator under the Employment Standards Act.

GAIL MISRA

Gail Misra is a labour mediator and arbitrator. She is a graduate of Wilfrid Laurier University (B.A. 1986) and Osgoode Hall Law School (LL.B. 1989, LL.M. in Alternative Dispute Resolution 1998), and was called to the Ontario Bar in 1991. Ms. Misra practiced labour law in Toronto for approximately 14 years. During her career as a lawyer Ms. Misra represented unions, employers, and workers in grievance arbitration, contract negotiations, national and provincial labour board proceedings, bankruptcy proceedings, and before human rights tribunals. She was appointed to the Ontario Labour Relations Board as a Vice-Chair from 1994 to 2001, and again from 2012 to 2013. As an adjudicator, she has decided cases involving employment-related statutes including the Labour Relations Act, 1995, the Human Rights Code, the Occupational Health and Safety Act, and the Employment Standards Act, 2000, and collective agreements in all sectors. As a mediator, Ms. Misra has mediated harassment issues as well as a wide range of rights issues arising under collective agreements. She is a frequent speaker at seminars and conferences. Ms. Misra was appointed to the Grievance Settlement Board on October 23, 2013.

MARILYN NAIRN

Originally from Winnipeg, Marilyn Nairn is a graduate of the University of Ottawa Law School and was called to the Ontario bar in 1982. She practiced labour law in Toronto until 1987 when she accepted the position of counsel to the Ontario Labour Relations Board. In 1989 Ms. Nairn was appointed a Vice-Chair of the OLRB, where she served for three terms, following which, she expanded her successful practice as labour arbitrator and mediator. Ms. Nairn is a member of the National Academy of Arbitrators and the Ontario Labour-Management Arbitrators' Association and has held various positions on the executive of the Labour Section of the Ontario Bar Association. She has completed an advanced mediation course at Osgoode Hall Law School, has taught at both the college and university levels in the area of labour law, and has appeared as a speaker on various panels and at conferences in the areas of labour law and human rights. She was appointed to the Grievance Settlement Board on October 31, 2001.

JASBIR PARMAR

Jasbir Parmar is an arbitrator, mediator, and independent investigator practicing primarily in the Province of Ontario. Jasbir has been named by the Ontario Minister of Labour to the list of approved grievance arbitrators, and by the federal Minister of Labour to the list of approved arbitrators and adjudicators under the Canada Labour Code. Educated at the University of British Columbia and the University of Windsor, Jasbir was called to the Bar in British Columbia in 1996 and in Ontario in 2000. She practiced labour law for over ten years. Since 2005, Jasbir has served as Vice-Chair to the Workplace Safety and Insurance Appeals Tribunal. She is experienced in both the public and private sectors, including health, education, manufacturing, transportation, municipal services, entertainment, forestry, fishery, hospitality, and mining.

KENNETH PETRYSHEN

Ken obtained an undergraduate degree from the University of Saskatchewan in 1972. In 1976, Ken obtained a law degree from Queen's University, where he was awarded the prize in Labour Relations in the Public Sector. He was called to the Bar in 1978 and practiced labour and administrative law until 1985, when he became solicitor of the Ontario Labour Relations Board. He served as a full-time Vice Chair of the OLRB between 1986 and 1994, when he became a part-time Vice Chair and commenced his arbitration and mediation practice. Ken was first appointed to the Grievance Settlement Board in 1997.

STEPHEN RAYMOND

Stephen Raymond is a full-time arbitrator and mediator. He is a graduate of the University of Western Ontario holding a B.A. (Political Science, 1986) and a LL.B. (1989). After his call to the Bar in 1991, he practiced law primarily in the fields of labour and employment law. In 2000, he was appointed as a vice-chair of the Ontario Labour Relations Board. Since 2003, he has worked as a labour mediator/arbitrator and civil litigation mediator. His practice covers all types of disputes, including rights and interest, in both the public and private sector. He is a former executive member of the Ontario Bar Association Labour Law Section and is a member of that section, the ADR section and the Ontario Labour Management Arbitrators Association.

MAUREEN SALTMAN

Ms. Saltman is a labour arbitrator with many years of experience in labour relations, including mediation/arbitration and expedited arbitration, in both the private and public sectors dealing with rights and interest disputes. She is a permanent arbitrator on the lists for numerous companies and unions. Maureen Saltman is an approved arbitrator for the Ontario Ministry of Labour and the Police Arbitration Commission. She has acted as an arbitrator/trainer for the Arbitration Development Program under the auspices of the Ontario Ministry of Labour. Ms. Saltman has taught in the Masters of Industrial Relations Programme at the University of Toronto and is a frequent speaker, conference chair and guest lecturer in academic and professional development courses. Ms Saltman is a graduate of the University of Toronto with a B.A. Honours in Psychology and an LL.B from Osgoode Law School and was called to the Ontario Bar in 1973. She has been a Vice Chair of the Grievance Settlement Board since May 1, 1980.

BRIAN SHEEHAN

Brian Sheehan has been involved in the field of labour relations, employment and human rights law either as an advocate or as a mediator and arbitrator from 1985 to the present. Mr. Sheehan graduated from Osgoode Hall Law School in 1983 and was called to the Bar in 1985. He subsequently served as legal counsel for the Canadian Union of Public Employees for over twenty years. He is a graduate of the Ontario Ministry of Labour Arbitrator Development Programme and has been a mediator and arbitrator since April, 2007. Mr. Sheehan's arbitration and mediation practice covers all types of disputes, including rights and interest, in both the private and public sector. Mr. Sheehan is a part time member adjudicator at the Ontario Human Rights Tribunal. He is also an Unjust Dismissal Adjudicator pursuant to the provisions of the Canada Labour Code.

BARRY STEPHENS

Barry Stephens has been a labour relations practitioner for more than twenty years. He started his career on the legal staff of CUPE, where he also worked as a union rep and educator. He went on to work for the Southern Ontario Newspaper Guild before becoming a labour relations consultant. In the latter role he worked with a number of unions throughout the province, mainly in grievance arbitration as nominee and counsel, where he developed an interest in mediation and arbitration. Prior to becoming a full time arbitrator he served as the senior labour relations advisor to the Air Canada Pilots Association. Barry has been working as a neutral adjudicator since September 2000.

MARY LOU TIMS

Mary Lou Tims is a graduate of Queen's University (B.A. 1980, LL.B. 1983) and was called to the Bar in 1985. She practiced labour and employment law first in a Toronto law firm, and later as in-house counsel and as a solicitor for the OLRB. She has been a labour arbitrator and mediator since 1993, and has been a Vice-Chair of the Grievance Settlement Board since October 1999.

TANJA WACYK

Tanja Wacyk is a graduate of M.S.W. 1978, University of Toronto; LL.B., Osgoode Hall 1982 and LL.M in Administrative Law, 1999. Her background in Mediation and Adjudication includes, Arbitrator Office of Adjudication/OLRB, 1992-98; Part-time Vice-Chair, Workers' Compensation Appeals Tribunal, 1994-96; former roster mediator; University of Toronto Law School, Instructor, ADR and Advanced ADR, 2002-2003; Queen's University Law School, Instructor, ADR, 2001; Counsel, Ontario Human Rights Commission, 1986-87; Executive Assistant to the Deputy Minister of Labour, 1987-88; Director of Policy and Research, Ontario Human Rights Commission,1988-92.

MICHAEL V. WATTERS

Michael Watters is a graduate of the University of Windsor (Honours B.A. and LL.B.). He was called to the Ontario Bar in 1977. From 1977 through 1986, Michael practiced law at Legal Assistance of Windsor, a joint project of the University of Windsor and the Ontario Legal Aid Plan. In the same period, he lectured at the Faculty of Law in areas of Landlord-Tenant Relations, Law and Social Issues, Legal Research and Writing, and The Lawyering Process (interviewing, counseling and negotiating). Since 1986, Michael has served as a full-time Arbitrator of disputes arising under the Labour Relations Act, the Hospital Disputes Arbitration Act, and the Canada Labour Code. He has served as a Vice-Chair of the Grievance Settlement Board since 1987.

DAVID WILLIAMSON

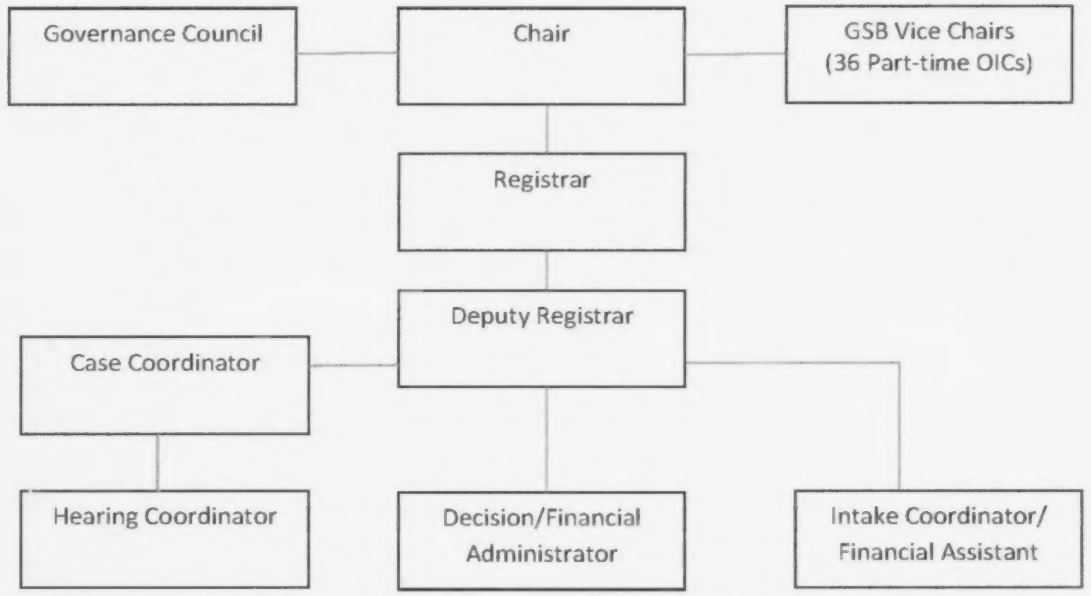
David Williamson is a full-time Arbitrator and Mediator. Mr. Williamson has over 20 years of experience in labour dispute resolution dealing with rights and interest disputes in both the private and public sectors. David completed the Ontario Ministry of Labour's Arbitrator Development Program and was added to the Minister of Labour's list of approved arbitrators in 1991. Mr. Williamson is also an Unjust Dismissal Adjudicator under the Canada Labour Code and is a Vice-Chair of the Grievance Settlement Board. Mr. Williamson holds an Honours B.A. degree from the University of Liverpool, and M.A. and Ph.D. degrees in Economics from the University of Western Ontario. He is a former Chair of the Department of Economics and Business at Huron University College in the University of Western Ontario. Mr. Williamson is a member of the Ontario Labour-Management Arbitrators' Association, and is a member of the National Academy of Arbitrators and a Director of the Academy's Research and Education Foundation.

THE REGISTRAR

CAROLINE GOODWIN

Caroline has in excess of 30 years as an administrator in the labour relations field. Caroline commenced her OPS career with the Grievance Settlement Board and has demonstrated her skills and knowledge in positions of progressive responsibility. She has broadened her horizons through secondments with the Ministry of Labour, Finance and Administration Branch; Human Rights Tribunal of Ontario and the Pay Equity Hearings Tribunal.

Organization Chart – GSB



3. OVERVIEW OF ACTIVITIES

GSB Mission Statement

To provide expeditious and appropriate dispute resolution services for grievances arising out of the collective agreements between Crown employers and bargaining agents representing Crown employees in order to resolve disputes and promote harmonious labour relations in the Ontario Public Service.

Overview of Programs and Activities

The Grievance Settlement Board provides dispute resolution services to the Ontario Public Service and its unionized employees represented by: Ontario Public Service Employees Union, The Association of Management Administrative and Professional Crown Employees of Ontario, and The Professional Engineers Government of Ontario. The GSB also provides services to Ontario Public Service agencies and their bargaining agents which include: Metrolinx and Amalgamated Transit Union, Local 1587 and International Association of Mechanics and Aerospace Workers, Local 78 / Workplace Safety and Insurance Board and Canadian Union of Public Employees, Local 1750 / Metro Toronto Convention Centre and Labourers' International Union of North America, Local 506 and Canadian National Federation of Independent Unions - Local 3033 / Ottawa Convention Centre and United Steelworkers / Niagara Parks Commission and Workers United Canada Council.

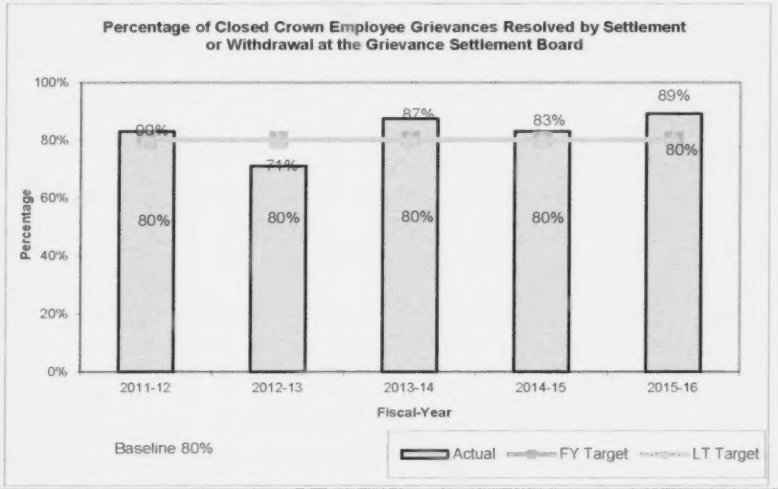
Mediation continues to be the manner in which the large majority of grievances are resolved. Different workplaces have developed their own protocols and practices for mediation. Vice Chairs have developed in-depth knowledge about various workplaces, which has allowed them to be particularly effective in resolving workplace problems. The consensual appointment process, whereby the parties mutually agree upon which Vice Chair will mediate or arbitrate any particular grievance allows the parties to benefit from the particular skills and knowledge of individual Vice Chairs.

GRIEVANCE SETTLEMENT BOARD ACTIVITY

TOTAL # OF GSB FILES FOR FISCAL 2013-2014		% of change over previous fiscal - month to month	*TOTAL # OF GSB FILES FOR FISCAL 2014-2015*		% of change over previous fiscal - month to month	*TOTAL # OF GSB FILES FOR FISCAL 2015-2016*		% of change over previous fiscal - month to month
APRIL:	312	39.42 % decrease	APRIL:	332	6.41 % increase	APRIL:	596	79.52 % increase
MAY:	377	18.55 % increase	MAY:	347	7.96 % decrease	MAY:	391	12.68 % increase
JUNE:	301	8.66 % increase	JUNE:	491	63.12 % increase	JUNE:	387	21.18 % decrease
JULY:	387	63.98 % increase	JULY:	1031	166.41 % increase	JULY:	236	77.11 % decrease
AUGUST:	601	28.97 % increase	AUGUST:	299	50.25 % decrease	AUGUST:	215	28.09 % decrease
SEPTEMBER:	260	33.50 % decrease	SEPTEMBER:	258	0.77 % decrease	SEPTEMBER:	281	8.91 % increase
OCTOBER:	346	42.52 % decrease	OCTOBER:	363	4.91 % increase	OCTOBER:	200	44.90 % decrease
NOVEMBER:	358	22.68 % decrease	NOVEMBER:	307	14.25 % decrease	NOVEMBER:	155	49.51 % decrease
DECEMBER:	250	11.35 % decrease	DECEMBER:	321	28.40 % increase	DECEMBER:	136	57.63 % decrease
JANUARY:	360	8.86 % decrease	JANUARY:	437	21.39 % increase	JANUARY:	227	48.05 % decrease
FEBRUARY:	405	33.66 % increase	FEBRUARY:	371	8.40 % decrease	FEBRUARY:	214	42.32 % decrease
MARCH:	410	0.74 % increase	MARCH:	384	6.34 % decrease	MARCH:	249	35.16 % decrease
TOTAL:	**4367**	6.19 % decrease	**TOTAL:**	**4941**	13.14 % increase	**TOTAL:**	**3287**	33.48 % decrease
Average	*364*		*Average*	*412*		*Average*	*274*	

APPENDIX A - OUTCOME PERFORMANCE MEASURE

Percentage of Closed Crown Employee Grievances Resolved by Settlement or Withdrawal at the Grievance Settlement Board



Agency Contribution

- Resolve disputes through mediation and to a lesser extent arbitration, using highly skilled arbitrators/mediators who work proactively with the Board clientele.
- Provides effective and cost-efficient resolution of disputes within the OPS, which contributes to a productive, efficient and accountable workplace.

What does the graph show?

- The graph shows that for 2015-2016, 89% of closed Crown employee grievances were resolved by settlement or withdrawal at the GSB.
- The source of the data is from the GSB Case Management System.

2015-16 Commitment and Long-term Target

- Maintain a commitment of 80% of closed cases by settlement or withdrawal

2015-16 Achievement

- 89% of closed grievances were resolved by settlement or withdrawal.

APPENDIX A (Continued) - 2015/2016 PERFORMANCE MEASURES

	Performance Measures	Standards/Targets	2015/2016 Commitments	2015/2016 Achievements
Grievance Settlement Board	Percent of grievances disposed of by settlement or withdrawn	80% of grievances disposed of by settlement or withdrawn	80% of grievances disposed of by settlement of withdrawn	89% of grievances disposed of by settlement or withdrawn
	Timeliness of decisions released by the GSB	80 % of decisions released within 90 days of completion of hearing.	80% of all decision released within 90 days from the completion of hearing.	88% of decisions released within 90 days of completion of the hearing.
	Percentage of decisions rendered that are not Judicially Reviewed	90% of decisions rendered will not be Judicially Reviewed	90% of decisions rendered will not be Judicially Reviewed.	159 decisions were rendered with 2 Judicial Review applications filed.

APPENDIX B – BUDGET

GRIEVANCE SETTLEMENT BOARD - Financial Report for Annual Report – Fiscal Year 2015-2016

All Figures in $000.0 thousand

Account	Final Allocation*	Year End Actual Expenditures**	Variance	% Variance
Salaries & Wages	426.8	451.8	-25.0	*-5.86%*
Benefits	63.5	65.9	-2.4	*-3.78%*
ODOE				
Transportation & Communication	176.4	83.8	92.6	*52.49%*
Services (including Lease and Per Diems)	2064.8	1776.6	288.2	*13.96%*
Supplies & Equipment	23.2	8.8	14.4	*62.07%*
Total ODOE	**2264.4**	**1869.2**	**395.2**	*17.45%*
Total	**2754.7**	**2386.9**	**367.8**	*13.35%*
Recoveries	*-1271.1*	*-1015.8*	*-255.3*	*20.08%*
Net Operating Budget/Exp.	**1483.6**	**1371.1**	**112.5**	*7.58%*

Chair/Vice Chair Per Diems 2015/2016	
Chair /Vice Chairs Per Diem	1,422.3
Vice Chairs Travel Per Diem	-

* Final Allocation = Printed Extimates +/- TBO, re-alignment of funds by standard account.

** Year-end Actual Expenditures including office lease cost

Non-Tax Revenue	Year End Actuals
Reimbursement - Employer Share of GSB Cost	221.0
Reimbursement - Union Share	1079.4
Non-Specified	0.1
TOTAL	**1300.5**

4. GOVERNANCE COUNCIL

Pursuant to Section 47 of the *Crown Employees Collective Bargaining Act* the Crown employers and the Unions representing Crown employees have entered into several agreements. The Governance Agreement establishes Governance Council to administer the agreement of the employers and the trade unions. The Chair of the Board serves as Chair of the Governance Council. The Governance Council, subject to CECBA, exercises the authority as provided for in the Governance Agreement. The Governance Agreement also establishes a sub-committee known as the Financial Advisory Committee to consider and review the financial and administrative costs of the Board.

> Subsection *47(1)* states that "Subject to the specific requirements in this section, the composition and administration of the Grievance Settlement Board shall be determined by the agreement of the Crown in right of Ontario and the trade unions representing Crown employees..."

For this purpose the Crown and the trade unions have entered into an agreement known as the "Partnership Agreement To Facilitate the Governance of the Grievance Settlement Board", hereinafter referred to as the "Governance Agreement", attached hereto "A Framework for the Appointment and Reappointment of Vice Chairs, also attached hereto, (hereinafter referred to as the "Appointment Agreement").

The mandate of the Governance Council is, in conjunction with the Chair, to discuss and determine the following:

(a) the administration of the Board, including all matters necessary for the fair, and expeditious resolution of disputes.
(b) the appointment of Grievance Settlement Officers,
(c) the appointment of Members, Vice-Chairs and a successor to the Chair in accordance with Section 47(4) of CECBA and the Appointment Agreement.
(d) the inclusion of other unions and employers who may, in the future, come within the jurisdiction of the Board.
(e) the creation and tasking of any sub-committee that may be necessary including the Financial Advisory Committee.
(f) Any other matters pertaining to the role and function of the Board which the parties feel is appropriate.

The Governing Council meets quarterly subject to the call of any special meetings in accordance with the Governance Agreement. The Financial Advisory Committee also meets quarterly, subject to the call of any special meeting in accordance with the Governance Agreement to consider and review the financial and administrative costs of the Board. The Financial Advisory Committee may make recommendations to the Governance Council.

The Governance Council makes its decisions based on consensus of the members. The Chair of the Board in his/her capacity as Chair of the Governance Council will try to achieve consensus of the members in the exercise of the Council's decision-making powers, where possible. In the absence of a consensus, the Chair will determine the issue.